

THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING

CITY COLLEGES OF CHICAGO

Presentation of the June 30, 2019 Audit with
RSM US LLP



November 2019



Today's Agenda

- I. Audit Process
 - Audit Engagement Team
 - Scope of Services, Timeline and Status
- II. Required Communications
 - Auditor Responsibility
 - GASB Pronouncement Implementation
 - Significant or One-time Nonrecurring Transactions
 - Management's Judgment and Accounting Estimates
 - Other Required Communications
 - Summary of Recorded Audit Adjustments
- III. Internal Audit
- IV. Other Items Discussed With Management – Student Accounts Receivable Allowance
- V. Internal Control Matters
- VI. Single Audit Findings

Audit Engagement Team

- Joe Evans, Partner
- Kelly Kirkman, Senior Manager
- Jeff Slade, Manager
- Ronnie Christopher, Senior In-Charge
- Mike O'Brien, Internal Report Review Partner
- Subcontractors
 - MBE: Prado & Renteria (25%)
 - WBE: Benford Brown and Associates, LLC (7%)
- City Colleges' internal audit staff

Scope of Services, Timeline and Status

Scope of Services and Completion Dates

Area	Completion Dates
Comprehensive Annual Financial Report (CAFR)	October 17, 2019
Examination of ICCB Schedule of Enrollment	October 17, 2019
Illinois Community College Board (ICCB) Grant Financial and Compliance Audits	October 17, 2019
Treasury Agreed-Upon Procedures	October 17, 2019
Two Program Specific Grant Audits	October 17, 2019
Youth Connections Charter School In Relation To Opinion	October 17, 2019
Single Audit Report	October 17, 2019
Single Audit Reporting Package (Data Collection Form Submission)	October 17, 2019

Auditor's Responsibility

- Our responsibilities under auditing standards generally accepted in the United States of America and Government Auditing Standards, issued by the Comptroller General of the United States, have been described to you in our arrangement letter dated April 23, 2019
 - To express an opinion on financial statements prepared by management,
 - To obtain evidence about amounts and disclosures in the financial statements,
 - To plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
- We have issued an unmodified opinion on City Colleges' June 30, 2019 financial statements

Management's Judgments and Accounting Estimates

Accounting estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. You may wish to monitor throughout the year the process used by management to compute and record the following accounting estimates reflected in City Colleges' financial statements:

- Property tax allowance
- Accrued property tax refunds
- Allowance for uncollectible student tuition
- Actuarially determined liabilities: other postretirement benefit obligations (OPEB)
- Fair value of investment securities
- Defined benefit pension liability (cost-sharing plan)

Other Communications Required by Generally Accepted Auditing Standards

Area	Comments
Adoption of, or Changes in, Accounting Policies	During the year ended June 30, 2019, City Colleges did not adopt any significant new accounting policies, nor have there been any changes in existing significant accounting policies during the current period.
Audit Adjustments	<p>Audit adjustments, other than those that are clearly immaterial, proposed by RSM and recorded by City Colleges are shown below.</p> <ul style="list-style-type: none">• Year-end accounts payable adjustment: decrease in expense of \$430,310• Adjust grant revenue to correct error in recording of cash receipts: decrease in revenue of \$632,814

Other Communications Required by Generally Accepted Auditing Standards, cont.

Area	Comments
Passed Adjustments	<p data-bbox="716 464 1816 618">We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial. The following disclosures were determined by management to be immaterial and were omitted from the financial statements:</p> <ol data-bbox="716 630 1911 1248" style="list-style-type: none"><li data-bbox="716 630 1911 829">1) GASB Statement No. 68 requires the disclosure of a sensitivity analysis of the net pension liability, as well as deferred inflows and outflows of the plan. City Colleges omitted these disclosures in the notes to the financial statements for the State University Retirement System pension plan. Since the plan is a special funding situation, City Colleges' liability is \$0.<li data-bbox="716 841 1911 995">2) The worker's compensation liability at year end is classified as a current liability, when a portion should be a long-term liability. Additionally, the accrued property tax refund liability is classified as a long-term liability when a portion should be a current liability.<li data-bbox="716 1006 1911 1122">3. City Colleges uses the National Association of College and University Business Officers (NACUBO) guidance for calculating scholarship allowance and financial aid expenses, which is not authoritative in nature.<li data-bbox="716 1133 1911 1248">4. The OPEB actuarial valuation performed as of the beginning of the year contained an error of approximately \$2.5 million that was corrected during the current fiscal year. Beginning balances were not restated.

Other Communications Required by Generally Accepted Auditing Standards, cont.

Area	Comments
Preferability of Accounting Policies and Practices	Under GAAP, in certain circumstances, management may elect among alternative accounting practices. In our view, in such circumstances, management has selected the preferable accounting practice.
Alternative Treatments Discussed With Management	We noted no alternative treatments within GAAP for accounting policies and practices related to material items that were discussed with management during the current period.
Disagreements With Management	We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements.
Consultations With Other Accountants	We are not aware of any consultations management had with other accountants about accounting or auditing matters.
Significant Issues Discussed With Management	No significant issues arising from the audit were discussed with or were the subject of correspondence with management.

Other Communications Required by Generally Accepted Auditing Standards, cont.

Area	Comments
Significant Difficulties Encountered in Performing the Audit	<p>We did not encounter any significant difficulties in dealing with management during the audit.</p> <p>Due to turnover in the Student Financial Aid Office, we encountered delays in the completion of the Student Financial Aid Audit.</p>
Significant Written Communication Between Management and Our Firm	<p>A copy of a significant written communication between our firm and the management of City Colleges, the representation letter provided to us by management was attached as Exhibit A to the SAS 114 Report.</p>

Internal Audit

- Great working relationship with Internal Audit
 - Internal audit staff provided assistance in the following areas
 - Campus visits – Truman, Olive Harvey, Harold Washington, and Wilbur Wright
 - Innovative Bridge state grant expenditure testing
 - Program Specific grant expenditure testing
 - Re Enrolled Student Program Grant
 - Youth Scholar Skills & Service Grant

Other Items Discussed with Management– Allowance for Student Accounts Receivable

- For any outstanding receivable balances less than 365 days, City Colleges records an allowance for uncollectible student accounts. Balances in excess of 365 days past due are written off.
- City Colleges calculates the allowance for student accounts receivable as follows:
 - For the past 5 fiscal years, City Colleges calculates its actual write-offs as a percentage of total student accounts receivable balances
 - This rate is applied against City College's ending student accounts receivable balance

Other Items Discussed with Management– Allowance for Student Accounts Receivable (Continued)

Description	FY 2018	FY 2019
Student Receivable Balance	\$21 million	\$19.3 million
Allowance	\$9.2 million	\$8.7 million
Percentage	43.57%	45.12%
Bad Debt Expense	\$10.4 million	\$5.9 million
Write-Offs During the Year	\$10.2 million	\$8.1 million

Reason for the decrease in bad debt expense:

- Payment deadline implemented for students to pay or demonstrate a way to pay tuition
- No show withdrawal policy implemented (students charged flat fee of \$200)

Internal Control Observations

- No material weaknesses over financial reporting or major programs were reported in FY 2019
- No significant deficiencies over financial reporting were reported in FY2019
- A significant deficiency over major programs was reported in FY 2019
- Written internal control deficiencies reported for the Foundation in FY2019

Internal Control Observations (continued)

- Management letter - Foundation Internal Control Deficiencies
 - Scholarships: process of student scholarships awarded by the Foundation needs to be more timely
 - Donor restrictions: we noted that donor restrictions are tracked manually on a worksheet with over 370 lines representing donors and over 1,000 restrictions. We recommend the Foundation explore options to automate this process

Single Audit Findings

- Summary of prior year audit findings
 - Student Financial Aid
 - 2018-001 Eligibility
 - Corrected
 - 2018-002 Federal Work Study Funds
 - Corrected
 - 2018-003 Enrollment Reporting
 - Uncorrected – additional instances of non-compliance identified in FY 2019. See repeat finding 2019-003
 - Career and Technical Education (CTE)
 - 2018-004 Reporting
 - Corrected

Single Audit Findings (continued)

- RSM identified the following findings for fiscal year 2019 which were required to be reported in accordance with 2 CFR 200.516(a):
- **2019-001** Short Term Programs at Postsecondary Vocational Institutions (Internal Control Significant Deficiency and Compliance Finding)
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges did not track placement information and document its calculation for placement rates for each student enrolled in a short-term program at a post-secondary vocational institution

Single Audit Findings (Continued)

- **2019-002 Return of Title IV Funds - Post-withdrawal disbursements (Compliance Finding)**
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges did complete a post-withdrawal disbursement within 45 days from the student's withdrawal date of determination
 - Prevalence: 3 out of 60 students selected
 - Campus: Malcolm X and Wilbur Wright
 - Cause: oversight at the campus level

Single Audit Findings (Continued)

- **2019-003** Return of Title IV Funds - Enrollment Reporting (Compliance Finding and Internal Control Deficiency)
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges did not report status changes to the National Student Loan Data System (NSLDS)
 - Prevalence: 4 out of 60 students selected
 - Campus: Malcolm X, Kennedy King, Harold Washington, and Wilbur Wright
 - Cause: the financial aid office does not have an effective system in place to ensure all official student status changes are reported to the lender in a timely manner.

Single Audit Findings (Continued)

- **2019-004** Return of Title IV Funds - Reporting Disbursement to COD (Compliance Finding)
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges did not report timely the student's post-withdrawal disbursement to the Common Origination and Disbursement (COD) system within 15 days after making the disbursement to the student
 - Prevalence: 2 out of 60 students selected
 - Campus: Kennedy King and Truman
 - Cause: oversight at the campus level

Single Audit Findings (Continued)

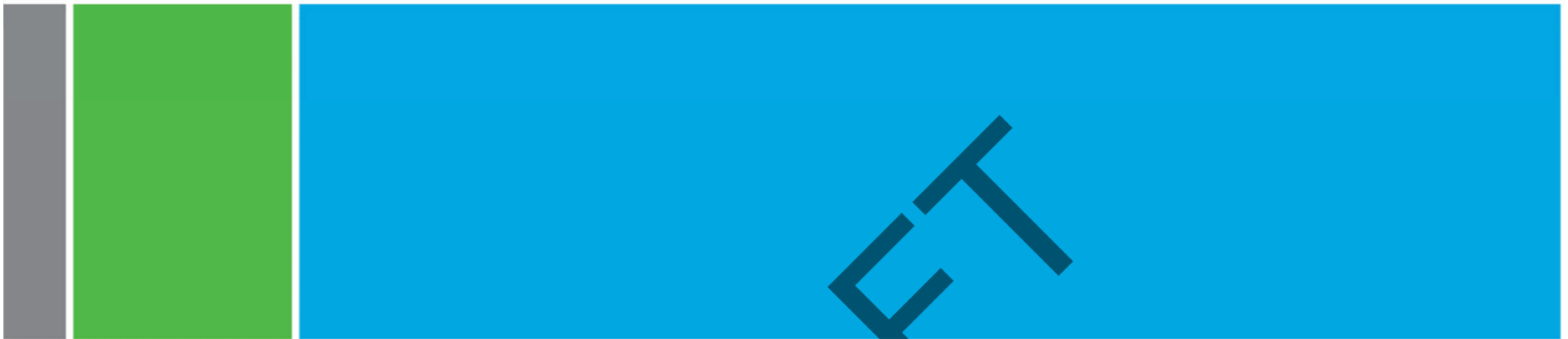
- **2019-005** Return of Title IV Funds - Return of Funds (Compliance Finding)
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges did not return federal funds to the Department of Education within 45 days from the student's withdrawal date of determination
 - Prevalence: 1 out of 60 students selected
 - Campus: Wilbur Wright
 - Cause: oversight at the campus level
- **2019-006** Direct Loan Quality Assurance System (Compliance Finding)
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges does not have a formally documented direct loan quality assurance process

Single Audit Findings (Continued)

- **2019-007 Exit Counseling (Compliance Finding)**
 - During review of City Colleges' Federal Student Financial Aid program, RSM identified the following:
 - City Colleges did not provide exit counseling materials to students within required 30 day timeframe
 - Prevalence: 4 out of 20 students selected
 - Campus: Kennedy King, Olive Harvey, and Malcolm X
 - Cause: the financial aid office does not have an effective system in place to ensure exit counseling materials are provided to students in a timely manner.
- City Colleges has provided RSM with corrective action plans for findings 2019-001 through 2019-007

In Conclusion

- Smooth audit process overall
 - Worked closely with management and internal audit
- Reports filed timely
- Thanks to everyone for their hard work!



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FINANCE & ADMINISTRATIVE SERVICES COMMITTEE

November 7, 2019



CITY COLLEGES'
of CHICAGO

FY2019 Financial Audit Results

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Fiscal Year Ended June 30, 2019

Comprehensive Annual Financial Report (CAFR)

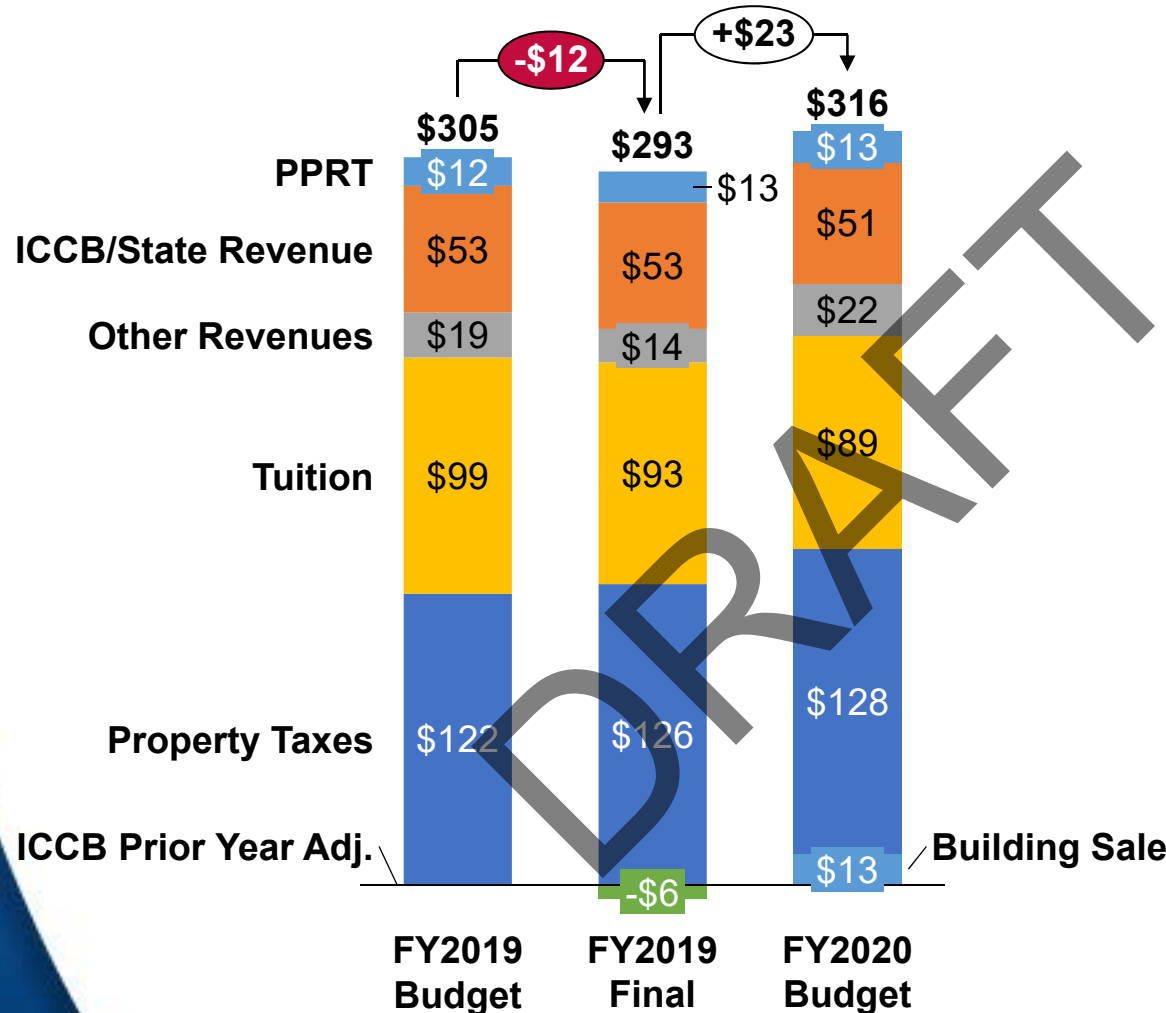
- The CCC FY2019 external audit was completed on October 17, 2019
 - The audit is required to be completed by December 31, 2019 per Illinois statute
 - CCC has received an unmodified (clean) opinion on City Colleges' June 30, 2019 financial statements
 - There have been no disagreements between RSM and management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements
 - There were two (2) audit adjustments recorded which resulted in a decrease of (\$202,504) to net position
 - There were seven (7) audit findings related to Federal awards

FY2019 Financial Results

(\$ in thousands)

	2019 Adopted Budget	Actuals	Variance	Notes
Revenues				
Local government	\$121,775	\$126,198	\$4,423	Includes City TIF surplus
PPRT	12,705	13,490	785	
State government	52,696	52,725	29	
ICCB Claims Adjustments		(6,647)	(6,647)	ICCB FY16-19 adjusted claims of \$9.3M offset by \$2.7M of prior reserves
Federal government	2,012	1,855	(157)	
Tuition and fees	99,038	92,474	(6,564)	Due to lower than anticipated enrollment
Auxiliary/Enterprise	9,541	7,285	(2,256)	Due to college enterprise strategies not implemented
Facilities Rental	1,457	1,374	(83)	
Investment Income	1,474	2,849	1,375	Increase based on higher short-term rates & cash balances
Fundraising	4,460	994	(3,466)	Fundraising goals not met
Revenues Total	\$305,157	\$292,595	(\$12,562)	
Expenses				
Salaries	(\$183,329)	(\$192,021)	(\$8,692)	Due to newly settled CBA agreements
Benefits	(37,143)	(34,533)	2,610	Due to fewer health claims and \$1M savings on prescription drug costs
OPEB	(3,900)	9,153	13,053	Based on actuarial estimates and reporting requirements
Contractual Services	(17,914)	(16,340)	1,573	Savings on transactional based contracts due to lower enrollment
Materials and Supplies	(13,379)	(12,674)	706	
Travel and Conference	(1,168)	(767)	401	
Fixed Charges (includes Debt Service)	(22,886)	(22,744)	142	
Gas and electricity	(6,970)	(7,056)	(87)	
Other utilities	(1,335)	(1,084)	251	
Scholarships and waivers	(13,094)	(11,959)	1,135	Due to Star \$600k under budget and college discretionary waivers \$500k under budget
Bad debt	(5,213)	(5,849)	(636)	
Other Expenses	(327)	(621)	(294)	
Expenses Total	(\$306,657)	(\$296,495)	\$10,163	
Net Appropriated Assets	1,500			
Net Resources Less Expenditure	-	(3,900)	(2,399)	

FY2019 Operating Revenues* Were **(\$12M)** Unfavorable to Budget (\$ in millions)



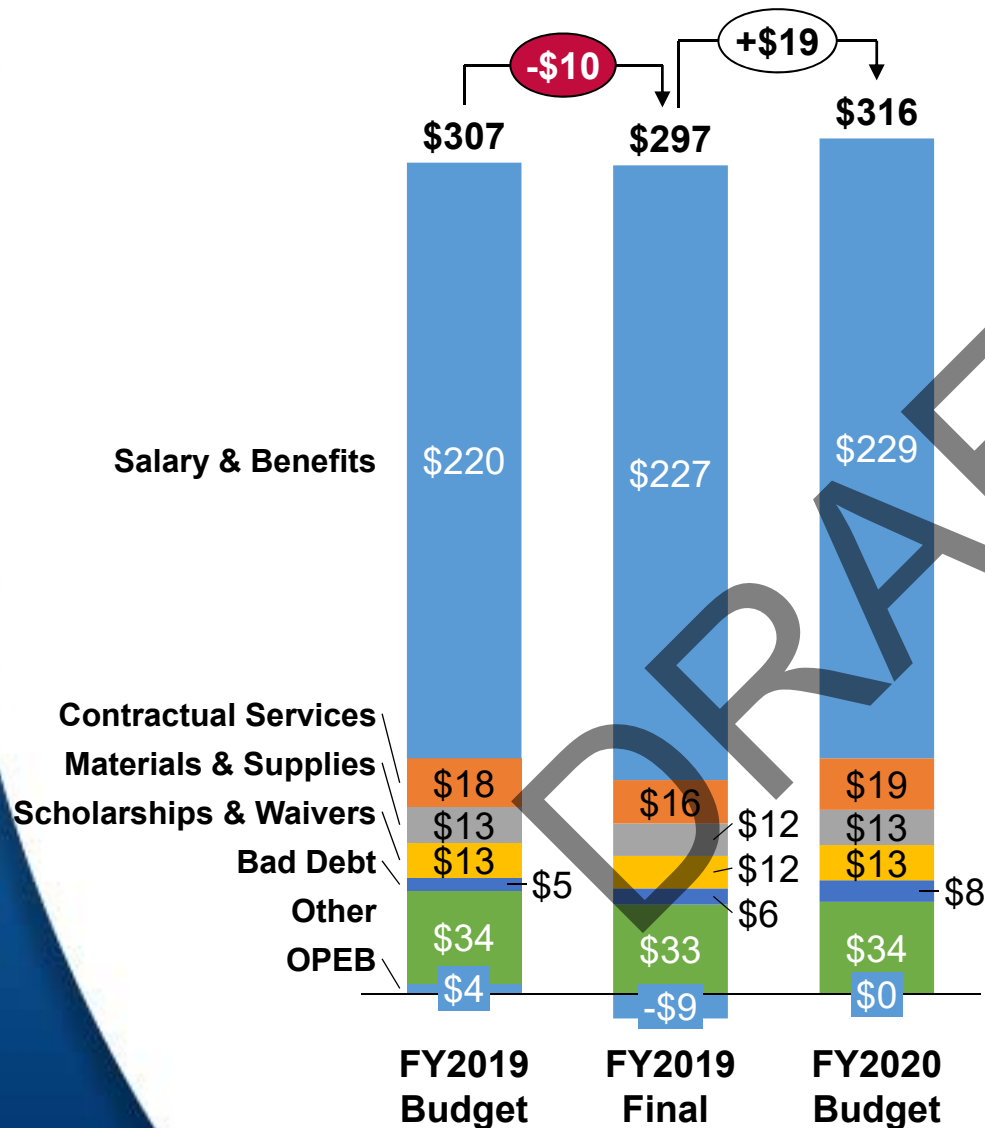
Key Revenue Drivers

- Tuition was **(\$6M)** under budget due lower than anticipated enrollment
- PPRT was **\$1M** higher than budget
- Property Tax revenue was about **\$4M** above budget with City declared TIF surplus
- Other Revenues were under budget by **(\$5M)** due to; Fundraising missed targets of **(\$3M)**, Enterprise under budget by **(\$3M)**, partially offset by higher Investment income **\$1M**
- ICCB/State Funding was reduced by about **(\$6M)** due to FY16-19 adjusted credit hour claims

*Includes Education, Operations & Maintenance, Bond & Interest, Auxiliary Enterprise, Audit and Liability and Protection Settlement Fund

FY2019 Operating Expenses* Were \$10M Favorable Budget

(\$ in millions)



Key Expense Drivers

- Personnel related expenses were unfavorable to budget by **\$7M**; due to a **\$9M** increase in salaries due to bargaining settlements partially offset by Benefit savings of **\$2M**
- OPEB was **\$13M** favorable to budget due to actuarial valuations
- Contractual services, **\$2M**, and Materials and Supplies, **\$1M**, both were favorable to budget
- Scholarships and Waivers were about **\$1M** favorable to budget due to more timely completions of financial aid applications for scholarship last dollar programs
- Student bad debt expense slightly less than **(\$1M)** unfavorable to budget

*Includes Education, Operations & Maintenance, Bond & Interest, Auxiliary Enterprise, Audit and Liability and Protection Settlement Fund

Change in Net Assets

Unrestricted Net Assets at 6/30/2019 are **(\$82)** million, and fall short of the GFOA recommended minimum level of 5% of operating expenses, or \$15M.

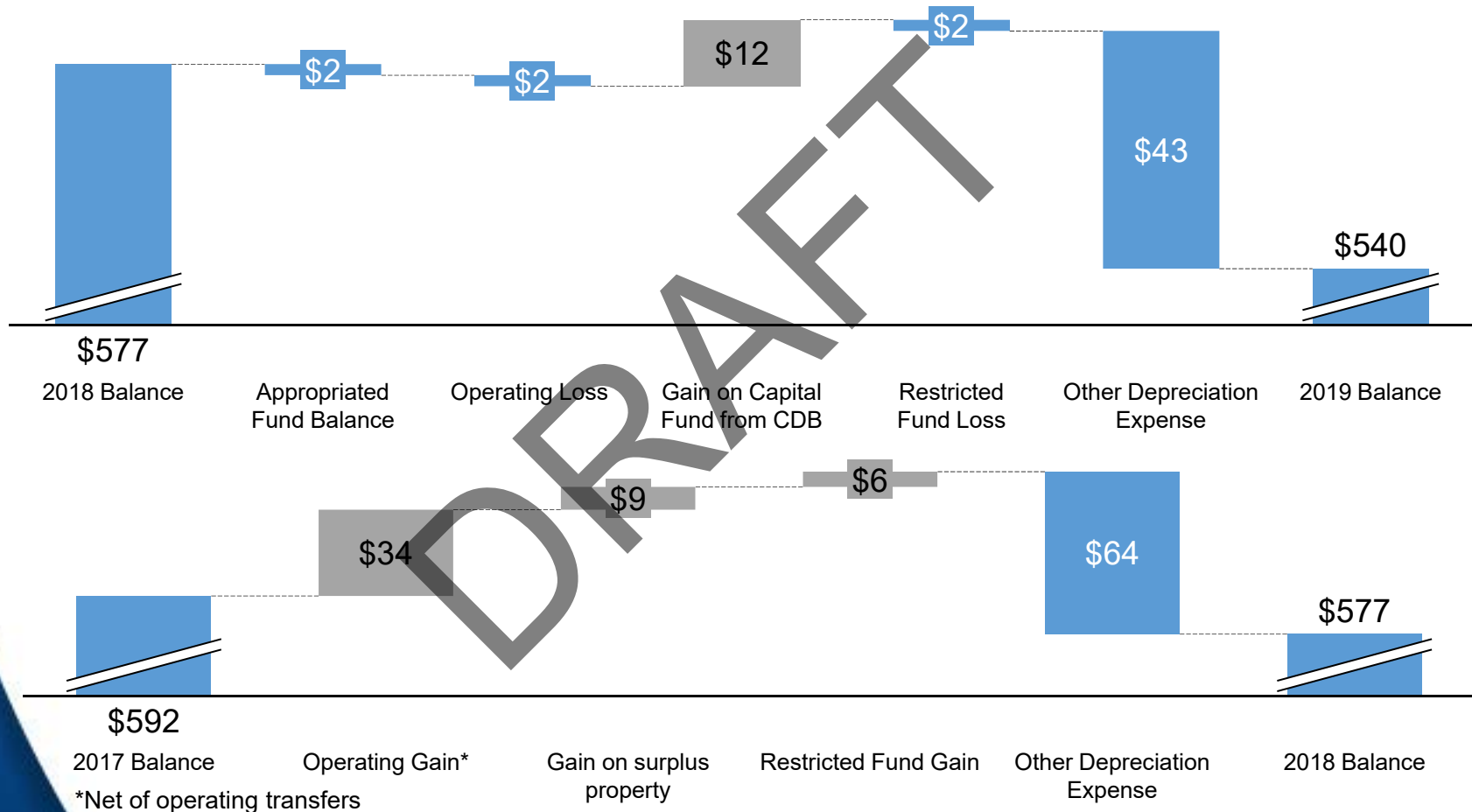
Net Assets (\$ in millions)	6/30/2019	6/30/2018	6/30/2017
Unrestricted	(\$82M)	(\$79M)	(\$114M)*
Restricted (Audit, Liability, Protection and Settlement Fund)	0.4	2	1
Net Investments in Capital Assets	622	654	705
Total Net Assets	\$540M	\$577M	\$592M

*Includes Other Post-employment Benefits (OPEB) restatement of **(\$76M)**

Net Asset Roll-Forward

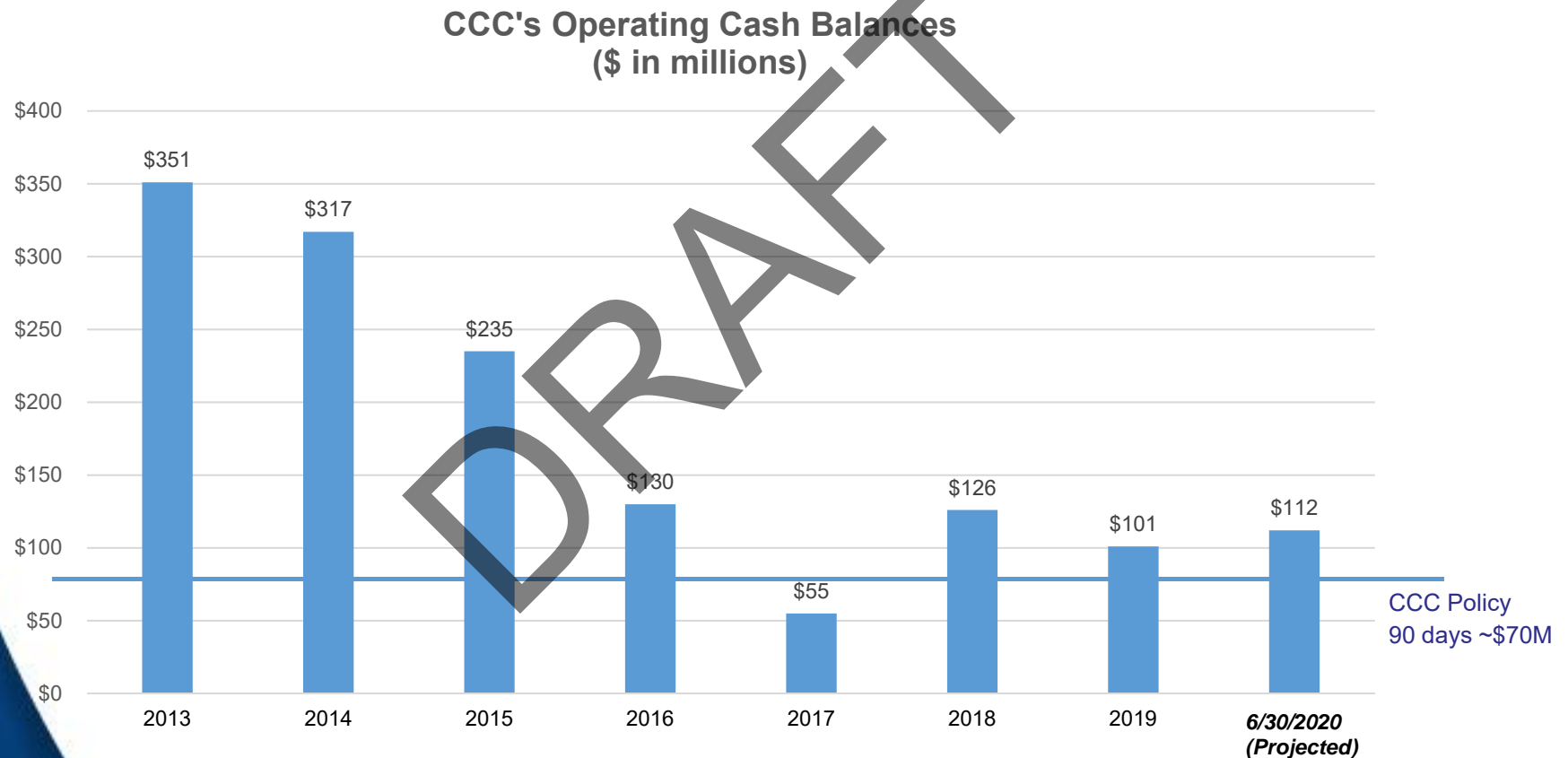
Decline in Net Asset Balance of **(\$37M)** in FY19 is largely due to depreciation expense offset by Capital Development Board funds received for Olive-Harvey College construction

(\$ in millions)



The District is Focused on Stabilizing its Cash Position

- CCC's goal is to establish financial growth stabilization, and provide a positive outlook on the financial position of the District.
- CCC used cash reserves to fund priority investments during the State budget crisis.
- The sale of downtown headquarters closed on September 30, 2019.



Capital Expenditures

(\$ in millions)

College	FY2018	FY2019	FY2020 Planned
Malcolm X	\$4.7	\$8.0	\$4.4
Daley	11.2	26.3	4.9
Olive-Harvey	0.1	9.0	4.8
Other	5.2	11.8	28.5
Total	\$21.2	\$55.1	\$42.6

- CCC is in the second year of the Comprehensive Five-Year (FY2019-2023) Construction Improvement Program totaling \$236.9M
- CCC's portion of the Statewide Capital Bill is \$27.6M
- CCC plans to use \$15M of our own cash reserves in FY20 for deferred maintenance and any local match requirements

FY2020-Q1 Financial Update

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FY20 – 1st Quarter (9/30/19) Forecast

(\$ in thousands)

	2020 Adopted Budget	2020 Forecast	Variance	Notes
Revenues				
Local Government	127,575	130,075	2,500	City declared TIF surplus \$2.5M higher than budget IL DOR FY20 estimate includes higher corporate tax collections
PPRT	13,205	15,509	2,304	
State Government	50,546	50,546		
Federal Government	2,148	2,148		
Tuition and Fees	88,800	83,500	(5,300)	Due to enrollment declines. Assumes similar decline in Spring 2020
Auxiliary/Enterprise	13,546	13,546		
Facilities Rental	1,457	1,457		
Investment Income	2,500	2,500		
Fundraising	3,181	3,181		
Building Sale Proceeds	12,944	12,944		
Revenues Total	315,901	315,405	(496)	
Expenses				
Salaries	(189,401)	(191,401)	(2,000)	We are actively managing the forecast with salvage plans
Benefits	(39,392)	(38,392)	1,000	Due to health claim trends with a smaller workforce
Contractual Services	(18,771)	(18,771)		
Materials and Supplies	(13,035)	(13,035)		
Travel and Conference	(1,008)	(1,008)		
Fixed Charges (includes Debt Service)	(23,574)	(23,574)		
Gas and Electricity	(7,099)	(7,099)		
Other Utilities	(1,309)	(1,309)		
Scholarships and Waivers	(13,250)	(13,250)		
Bad Debt	(8,000)	(6,000)	2,000	Due to lower anticipated receivable balances
Other Expenses	(1,064)	(1,064)		
Expenses Total	(315,901)	(314,901)	1,000	
Net Resources Less Expenditure	-	504	504	

FY2019 Financial Audit Findings

FY2019 Audit Findings

FY2019 Audit

- No (0) material weaknesses or (0) significant deficiency reported in Financial Audit in FY2019
- Seven (7) A-133 Audit Findings on Report of Federal Awards including Internal Control Significant Deficiency

FY2018 Audit

- No (0) material weaknesses or (0) significant deficiency reported in FY2018
- Four (4) A-133 Audit Findings on Report of Federal Awards FY2018

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-001 Short Term Programs at Postsecondary Vocational Institutions- Significant Deficiency	<p>The College did not track placement information and document its calculation for placement rates for each student enrolled in a short-term program at a post-secondary vocational institution.</p> <p>For the Direct Loan Program, short-term eligible programs at a postsecondary vocational institution be between 300 - 599 clock hours. They must have been provided for at least one year and must have a substantiated completion and placement rate of at least 70 percent for the most recently completed award year. 34 CFR Section 668.8(f) and (g) requires the college to have documentation supporting its placement rates for each student showing that the student obtained gainful employment in the recognized occupation for which he or she was trained or in a related comparable recognized occupation.</p>	<p>Historically, a survey went out to student completers to retrieve gainful employment data from the district office. The survey and its articulation of the data stalled due to restructuring of departments and staff at the district office. CCC will re-implement the gainful employment survey to students who have completed short-term programs over the past year.</p> <p>For FY20, CCC will early implement the rescission of the Gainful Employment Rule. Institutions that early implement the rescission of the GE rule will not be required to report GE data for the 2018-2019 award year to NSLDS, which will be due October 1, 2019. Additionally, those institutions that early implement will not be required to comply with the current requirements in 34 CFR 668.412 (d) and (e) that require institutions to include the disclosure template, or a link thereto, in their GE program promotional materials and directly distribute the disclosure template to prospective students, which will be required starting on July 1, 2019. Institutions that early implement will no longer be required to post the GE Disclosure Template and may remove the template and any other GE disclosures that are required under 34 CFR 668.412 from their web pages. Finally, an institution that early implements will not be required to comply with the certification requirements for GE programs under 34 CFR 668.414</p> <p>https://ifap.ed.gov/eannouncements/062819GEAnnounce122EarlyImplofRescissionGERule.html</p>	<p>Melvin Allen – Associate Vice Chancellor of Enrollment Management</p> <p>Anticipated completion date: 06/30/2020</p>

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-002 Return of Title IV Funds – Post-withdrawal Disbursements	For three out of sixty students tested, the College did not complete a post-withdrawal disbursement to the student within 45 days from the student's withdrawal date of determination. 34 CFR Section 668.22 requires the College to disburse any post-withdrawal grants funds which were not credited to the student's account any later than 45 days after the College determines the student withdrew.	The Office of Student Financial Aid will provide college wide procedural update to be outlined in the FY2020 Financial Aid Manual. The office will provide a best practice training from the National Association of Student Financial Aid Administrators (NASFAA) Return to Title IV (R2T4) training course at the all district financial aid meeting. Additionally, the Office of Student Financial Aid will collaborate with IT and the Office of Institutional Effectiveness to create an automated notification process and alert system for campus operations to ensure timely processing.	Melvin Allen – Associate Vice Chancellor of Enrollment Management Anticipated completion date: 03/01/2020

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-003 Return of Title IV Funds – Enrollment Reporting (repeat finding)	Four out of sixty students tested withdrew from City Colleges for which status changes were not properly reported to the National Student Loan Data System (NSLDS). CFR section 685.309 and 690.83(b)(2) requires City Colleges to notify the NSLDS within 30 days of a change in student status or include the change in status in a response to an enrollment reporting roster within 60 days of the student's date of determination of withdrawal.	<p>Timing issues are the primary cause of not fully meeting the department enrollment requirements. The enrollment reporting functions are housed in the College's registrar office and separate from financial aid. An enrollment file is generated at the district level and uploaded. However, students who withdraw before the transcript (last date of qualified refund) do not appear on the enrollment file and a manual process takes place to upload students to National Clearing House.</p> <p>Our information technology staff are still reviewing specific requirements and how National Student Clearinghouse utilizes data to determine the best course of action to bring CCC into full compliance. The Office of Student Financial Aid is reviewing centralization of the enrollment function under financial aid district office team for closer oversight. A separate report will be run at the time NSC files are sent to identify students who withdrew between the beginning of a term and the transcript date of that term. Those students will continue to be manually updated in real time through NSC to reflect the correct enrollment status and effective date.</p>	<p>Melvin Allen – Associate Vice Chancellor of Enrollment Management</p> <p>Anticipated completion date: 07/01/2020 (Interim process is currently in place)</p>

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-004 Return of Title IV Funds – Reporting Disbursements to COD	For two out of sixty students tested, the College did not report the student's post-withdrawal disbursement to the Common Origination and Disbursement (COD) system within 15 days after making the disbursement to the student. CFR section 688.164(a) requires the College to submit Title IV Funds disbursement records to the Common Origination Database (COD) system, no later than 15 days after making the disbursement or becoming aware of the need to adjust a previously reported disbursement.	The Office of Student Financial Aid will provide a college wide procedural update to be outlined in FY2020 Financial Aid Manual. The office will provide a best practice training from the National Association of Student Financial Aid Administrators (NASFAA) Return to Title IV (R2T4) training course at the all district financial aid meeting. Additionally, the Office of Student Financial Aid will collaborate with IT and the Office of Institutional Effectiveness to create an automated notification process and alert system for campus operations to ensure timely processing.	Melvin Allen – Associate Vice Chancellor of Enrollment Management Anticipated completion date: 03/01/2020

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-005 Return of Title IV Funds – Return of Funds	For one out of sixty students tested, the College did not return federal funds to the Department of Education within 45 days from the student's withdrawal date of determination. 34 CFR Section 668.22(j)(1) requires the College to return the amount of title IV funds for which the College is responsible as soon as possible but no later than 45 days after the date the College determined the student withdrew.	The Office of Student Financial Aid will provide college wide procedural update to be outlined in FY2020 Financial Aid Manual. The office will provide a best practice training from the National Association of Student Financial Aid Administrators (NASFAA) Return to Title IV (R2T4) training course at the all district financial aid meeting. Additionally, the Office of Student Financial Aid will collaborate with IT and the Office of Institutional Effectiveness to create an automated notification process and alert system for campus operations to ensure timely processing.	Melvin Allen – Associate Vice Chancellor of Enrollment Management Anticipated completion date: 03/01/2020

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-006 Direct Loan Quality Assurance System	<p>In 2019, federal guidelines required that City Colleges implement a quality assurance system over its Direct Loan program. City Colleges operates in a decentralized manner and has numerous process and control memos in place documenting controls and procedures over their direct loan quality assurance system. However, these process and control memos may vary by campus. City Colleges does not have a single, comprehensive document that comprises the direct loan quality assurance system therefore City Colleges is not fully in compliance with this requirement.</p> <p>34 CFR Section 685.300(b) (9) require schools to implement and document a quality assurance process to ensure that City Colleges is complying with program requirements and meeting program objectives</p>	<p>The Office of Student Financial Aid currently executes the functions of the Direct Loan Quality Assurance by:</p> <ul style="list-style-type: none"> • Reporting loan records, disbursements, and adjustments to disbursements, correctly to the Common Origination and Disbursement (COD) System, • Disbursing and returning loan funds in accordance with regulatory requirements, • Disbursing the correct loan amount to the correct student, • Completing monthly reconciliation and Program Year Closeout. <p>While all functions were executed, a documented process was not in place because there is no updated financial aid manual in for the colleges. The last active manual was for the 2015-16 School Year. The Office of Student Financial Aid is in process of creating a revised financial aid manual for Fiscal Year 2020. The new manual will document the Direct Loan Quality Assurance process. In addition, the financial aid manual will be reviewed on a semi-annual basis to ensure appropriate changes and updates are included annually.</p>	<p>Melvin Allen – Associate Vice Chancellor of Enrollment Management</p> <p>Anticipated completion date: 06/30/2020</p>

Management Responses to Audit Findings

Financial Statement Review

<u>Finding</u>	<u>Detail</u>	<u>Management Response</u>	<u>Responsible Party/ Due Date</u>
2019-007 Exit Counseling	For four out of twenty students tested, exit counseling or mailing of exit counseling materials did not occur within the 30 day timeframe. 34 CFR Section 682.604(g) requires that if a student Stafford loan borrower graduates or withdraws without notifying the school, the school must confirm that the student has completed the online exit counseling or mail exit counseling material to the borrower at his or her last known address. The material must be mailed within 30 days of the school learning that the borrower has withdrawn or failed to participate in an exit counseling session.	<p>The students who were not notified of exit counseling was due to an oversight within the automated system. All students records expected to graduate will update within our system at the start of their last anticipated semester. The expected graduation date triggers the letter to be auto generated and sent out to students. If a student changes their program, the graduation date may be delayed or advanced. This will require a manual entry into the system for these students to trigger the exit counseling notification. Additionally, students who withdraw from all of their classes are not normally sent exit counseling may reenroll during the mini sessions, which run 12 week and 8 week courses within the same semester. This again requires a manual report to be generated of students who withdrew from all of their classes and did not re-enroll in subsequent term.</p> <p>The Office of Student Financial Aid will generate real time report of all students who withdraw from all classes weekly. Those students will be added to an automated report of anticipated graduates to receive exit-counseling notifications. The Office of Student Financial Aid will work with IT and Institutional Effectiveness to add non-graduates who withdraw from all classes to the automated process. The Office of Student Financial Aid will utilize PeopleSoft communication module to ensure timely notifications.</p>	<p>Melvin Allen – Associate Vice Chancellor of Enrollment Management</p> <p>Anticipated completion date: 06/30/2020</p>

Office of the Inspector General City Colleges of Chicago

Presentation to the Board of Trustees
November 7, 2019



Powers and Duties of the OIG (Article 2.7.2 of the Board Bylaws)

The Inspector General shall have the authority to conduct investigations regarding waste, fraud and misconduct by any officer, employee, or member of the Board; any contractor, subcontractor, consultant or agent providing or seeking to provide goods or services to the City Colleges of Chicago; and any program administered or funded by the District or Colleges.

Subject Matter of Complaints Received (FY18 and FY19)

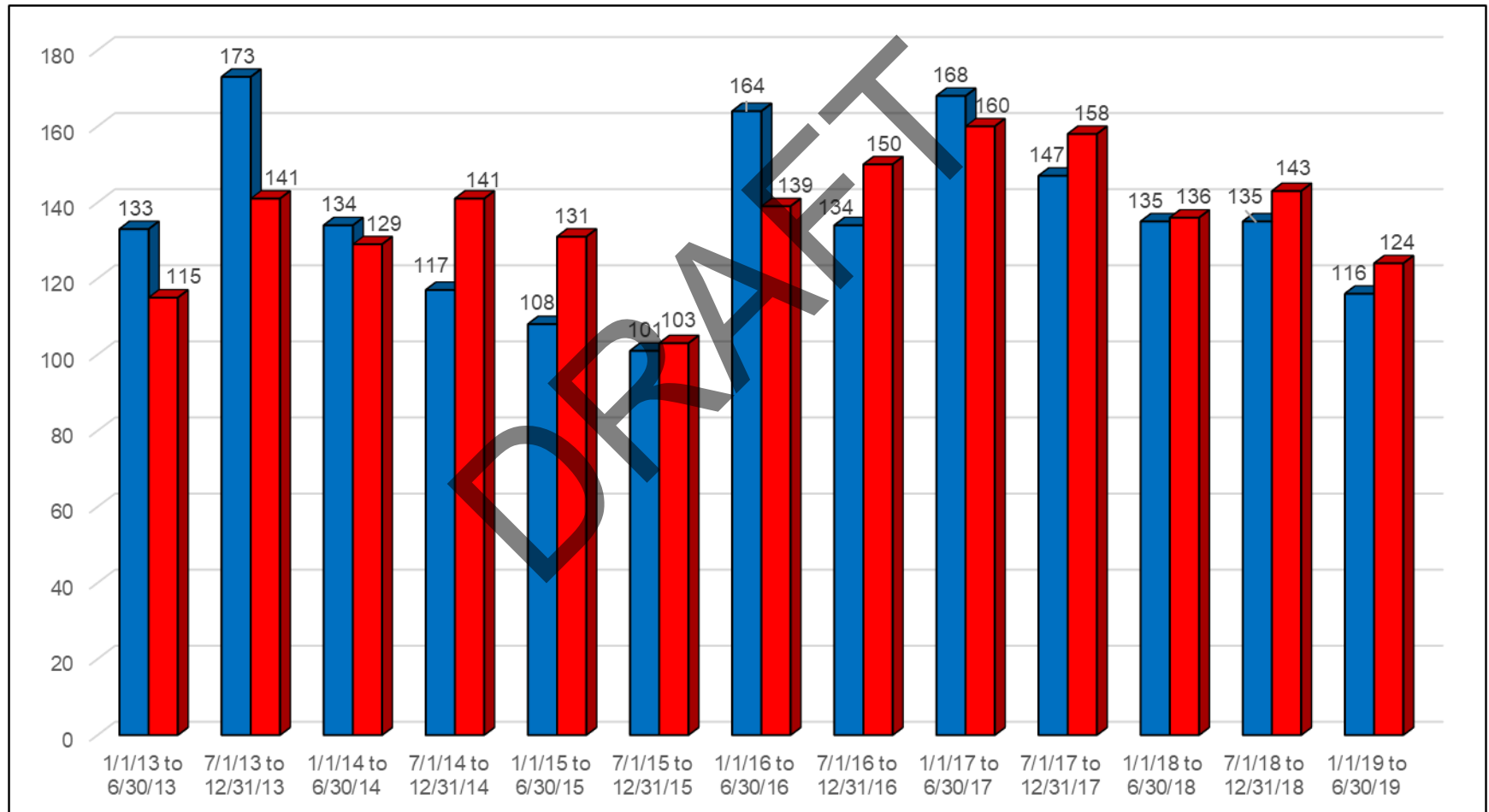
Subject Matter (Allegation)	FY 18		FY 19	
	Number	Percentage	Number	Percentage
Failure to maintain prerequisites of the position	3	1.06%	0	0.00%
Inappropriate use of sick leave	6	2.13%	0	0.00%
Use of CCC property for unauthorized purposes	2	0.71%	1	0.40%
Violation of one's collective bargaining agreement	4	1.42%	1	0.40%
Waste of Funds	3	1.06%	2	0.80%
OIG initiated reviews	4	1.42%	2	0.80%
Violation of Outside Employment Policy	4	1.42%	3	1.20%
Engaging in conduct in violation of the Illinois Compiled Statutes	6	2.13%	4	1.59%
Failure to maintain confidentiality of CCC employment records	0	0.00%	6	2.39%
Falsification of employment records	1	0.35%	6	2.39%
Violation of the Acceptable Computer Use Policy	2	0.71%	6	2.39%
Incompetence in the performance of the position	12	4.26%	7	2.79%
Fraud (including financial aid or tuition)	15	5.32%	8	3.19%
Conduct unbecoming a public employee	6	2.13%	11	4.38%
Giving preferential treatment	8	2.84%	11	4.38%
Misappropriation of funds / Theft	13	4.61%	12	4.78%
Discourteous Treatment	17	6.03%	13	5.18%
Violation of Miscellaneous CCC Policies	8	2.84%	18	7.17%
Residency	29	10.28%	18	7.17%
Violation of CCC Ethics Policy	13	4.61%	23	9.16%
Sexual or other harassment / discrimination / retaliation	45	15.96%	29	11.55%
Inattention to duty	41	14.54%	33	13.15%
Falsification of attendance records	40	14.18%	37	14.74%
Totals	282	100.00%	251	100.00%

How Are Complaints Received?

Method	FY18	FY19
	Total Received	Total Received
Email	185	192
Telephone	51	27
OIG Initiated	28	20
Mail	5	8
In Person	11	4
Media Report	2	0
Totals	282	251

Complaints

Received (blue) and Closed (red) through FY19



Reason Closed	FY18	FY19
Sustained	28	30
Not Sustained / No Policy Violation	100	69
Review with Recommendations	1	2
Board Mandated Audit Completed	1	1
Referred / Deferred	88	99
Subject Inactive	24	12
Duplicate Complaint	29	36
Complaint included with another active investigation	19	10
Other	4	8
Totals	294	267

Subject Matter of Reports Submitted as reported in the Bi-Annual Reports for FY19

Primary Finding / Type	Reports Submitted
Board Mandated Audit	1
Not Sustained (Theft) w/ Recommendations	1
Waste of Funds	1
Excessive Tardiness	1
Giving Preferential Treatment	1
Conduct Unbecoming a CCC Employee	1
Misuse of Sick Leave	1
Falsification of Employment Records	1
OIG Initiated Review	2
Unauthorized Possession/Use of CCC Property	2
Ethics Violation	3
Engaging in conduct contrary to IL Compiled Statutes	3
Residency	4
Falsification of Attendance Records	4
Violation of Computer Use Policy	8
Totals	34

Implementation of OIG Disciplinary Recommendations

Category	FY18	FY19	Totals
Total OIG Disciplinary Recommendations	25	33	58
Total Completed	25	33	58
% Completed	100%	100%	100%
Pending	0	0	0
% Pending	0%	0%	0%
Total OIG Disciplinary Recommendations Implemented	25	33	58
% Implemented	100%	100%	100%
Total OIG Disciplinary Recommendations Not Followed	0	0	0
% Not Followed	0%	0%	0%

Disciplinary Action Taken (FY19)

Action Taken	Number
Termination	4
Resignation / Retirement	15
Other (Suspension, Reprimand, etc.)	12
Debarment (vendors)	2
Total Action Taken	33
Total Outstanding	0
Total No Action Taken	0
Total Other Action Taken	0
Total Recommendations	33

Policy-related Recommendations in FY19

❖ 19 Recommendations

- Business Office procedures
- Ethics Policy
- Academic and Student Policy (Section 3.08)
- Procurement policies and procedures
- HR-related policies and procedures
- Fleet Management Manual

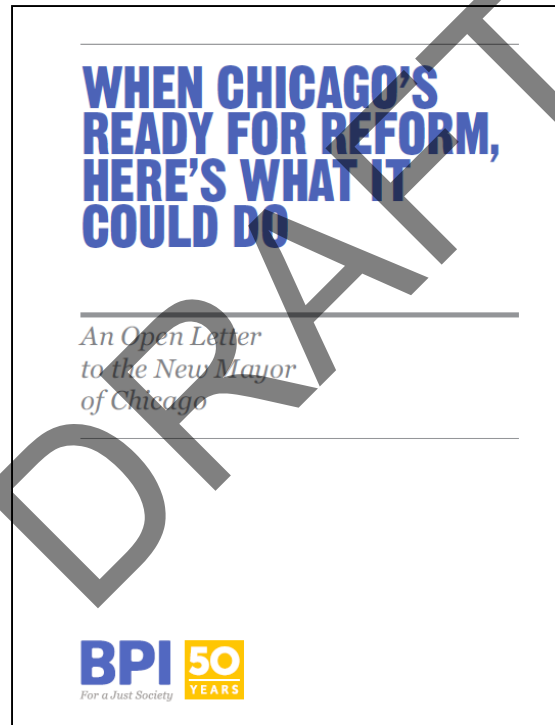
Other Results

- ❖ Two recoupment recommendations in FY19
 - \$668.32 collected

- ❖ Recovery of CCC property in FY19
 - 3 laptops
 - 2 iPads

Business and Professional People for the Public Interest (“BPI”)

Review of Offices of Inspector General - April 2019



<https://www.bpichicago.org/wp-content/uploads/2019/04/BPI-OPEN-LETTER-NEW-MAYOR-4-4-19.pdf>

BPI's Categories of Review

- ✓ Independence
- ✓ Jurisdiction
- ✓ Powers
- ✓ Collaboration
- ✓ Host Agency Responsibility

❖ See Article 2.7 et seq. of the Board Bylaws

Comparison of Sister Agency OIGs

OIG Office	Total Personnel	Budget	Year
Chicago Park District	4	\$403,111.00	2019
City Colleges of Chicago	7	\$788,791.31	FY20
Chicago Housing Authority	9	\$1,455,376.00	FY19
Chicago Board of Education	49	\$5,949,405.00	2020
City of Chicago	106	\$9,738,316.00	2019

Independence

BPI Recommendation		Does CCC OIG Bylaw Include?	Bylaws Citation	Comments
Category	Type			
Independence	Qualifications	No	--	See job description
	Appointment Process, including independent voices	Partial	2.7.1(b)	Recommendation by Chancellor and approval by Board
	Term of Office	Yes	2.7.1(b)	4 year term
	Termination for cause with hearing	Partial	2.7.1(b)	For cause, in writing. No hearing.
	Management	Yes	2.7.1(a)	--
	Budget (floor)	No	--	Current CCC OIG budget = .18% / City = .14%

Jurisdiction

BPI Recommendation		Does CCC OIG Bylaw Include?	Bylaws Citation	Comments
Category	Type			
Jurisdiction	Jurisdiction over all persons involved in agency, including vendors	Yes	2.7.2	--

Powers

BPI Recommendation		Does CCC OIG Bylaw Include?	Bylaws Citation	Comments
Category	Type			
Investigative Powers	Power to investigate all complaints, including anonymous complaints and to initiate own investigations	Yes	2.7.(c)	--
	Power to issue and enforce subpoenas with counsel of IG's choosing	No	--	Requires state statute
	Power to take testimony under oath	No		--
	Power to refer matters to and participate in investigations with law enforcement	Yes	2.7.3(2) and (3)	--
	Contract Monitoring, including authority to place IG staff on management team of large projects	Partial	2.7.2	--

Powers

BPI Recommendation		Does CCC OIG Bylaw Include?	Bylaws Citation	Comments
Category	Type			
Audit Powers	Power to audit	Yes	2.7.2c	--
Review Powers	Power to review disclosure statements	Yes	--	To the extent CCC has disclosures for outside employment, etc.
Review Powers	Power to conduct background review of senior hires	No	--	--
Reporting Powers	Power to report directly to the public	Yes	--	Bi-Annual reports are placed on website

Collaboration

BPI Recommendation		Does CCC OIG Bylaw Include?	Bylaws Citation	Comments
Category	Type			
Collaboration	IGs should work collaboratively	Yes	2.7.3(4)	--

Host Agency Responsibilities

BPI Recommendation		Does CCC OIG Bylaw Include?	Bylaws Citation	Comments
Category	Type			
Host Agency Responsibilities	Access to all records	Yes	2.7.2 (e) / 2.7.4(a)	--
	Duty to Cooperate	Yes	2.7.4(b)	--
	Duty to report wrongdoing by employees and vendors	Partial	--	But see IV(46) of CCC District-Wide Employee Manual (employees' duty)

Enrollment Update for the CCC Board of Trustees

November 2, 2019

Fall 2019 Enrollment Recap



Fall Enrollment Data

- At census, Fall 2019 enrollment was down 10% YOY, largely attributable to implementing a payment deadline prior to the start of the semester.
- Currently, Fall 2019 enrollment is down 8% YOY*, as early college enrollments have been recorded since the census snapshot.

Learning from Fall Enrollment

- CCC is committed to continuous learning about our enrollment cycles. This Fall, the focus is on the impact of the payment deadline. Specifically, we are focusing on the nearly 3,000 students who were dropped for non-payment.
- Our discovery has included call histories, student records, and additional phone and email outreach.

Many surveyed students who were dropped for non-payment and did not re-enroll were found to have account barriers, but wanted to enroll in Spring



Call Center Outreach

7 OUT OF 10 STUDENTS REACHED INDICATED INTEREST IN SPRING 2020 ENROLLMENT



- Percentage of Reached Students Interested in Continued Enrollment: **73%**
- Number of Students Targeted For Outreach: Sample of **2,332** students
- Number of Student Touchpoints Made: **4,315** calls and emails
- Number of Students Reached: **563** students
- Reach Rate: **24%** of targeted students were reached for information gathering



Insights from the personalized, high-touch call campaign outreach revealed

- Most students explained the need to complete registration or financial aid related tasks in order to enroll, such as submitting financial aid checklist documentation
- A total of 24 (4%) indicated financial constraints as a barrier preventing enrollment



Additional student account analyses also indicated

- 1,111 (39%) of dropped students have one or more student account barrier contributing to non-enrollment
- **The most common barrier is a SAP hold;** an academic standard barrier impacting a student's eligibility to receive financial aid
- **1 in 4 dropped students have a SAP hold (1 in 3 for continuing and readmitted students who were dropped)**



Student feedback informed two operational changes to begin at the start of Spring 2020 registration

- Implement a rolling drop process to streamline a manageable flow of student services and supports during registration
- Start the payment deadline clock the day after a student registers to allow more time to satisfy payment issues

SAP holds are the most common enrollment barrier

- We analyzed student account data to uncover current barriers of students dropped for non-payment in Fall
- 1,111 students had one or more barriers contributing to non-enrollment

Student Account/Registration Holds

14% (394) of Dropped Students Have Registration Related Barriers:

The most common account holds preventing Spring enrollment are:



- Student needs to reapply in the subsequent semester (Spring 2020) due to two-consecutive terms of non-enrollment
- Student has a delinquent account due to a past due account balance
 - 307 students have past due balances
 - < \$200, 98 students
 - \$200 to \$500, 67 students
 - \$500+, 142 students

Financial Aid Related Barriers

26% (731) of Dropped Student Have A Satisfactory Academic Progress (SAP) Hold:

- Students are ineligible for Federal Aid for failing to meet one or more of minimum academic standards related to GPA, Timeframe and/or Pace
- Students may be eligible to regain financial aid if they can provide documentation of a mitigating circumstance or regain satisfactory academic progress

SAP holds are a common barrier for continuing, returning and readmitted students who were dropped for non-payment

- 36% of returning/continuing students have a SAP hold (552 out of 1,531)
- 39% of re-admitted students have a SAP hold (179 out of 461)



7% (202) Incomplete Financial Aid Checklist Items:

- Students are ineligible for Federal Aid unless they provide additional documentation related to residency, citizenship, taxes, among other items
- Additional documentation is required

*As of 10/17

Confidential: For Discussion Purposes Only

Students expressed a variety of sentiments regarding enrollment

Student has a balance of \$1,022, will discuss balance with business services office. Student plans to use FAFSA for the Spring 2020 semester.

Student is paying out of pocket and is aware of the deadlines for Spring 2020. Rated his overall experience with the payment process as "ok".

Student stated the state of Illinois will be paying for her tuition. Student was encouraged to follow up with the business office to ensure all documents for 3rd party payments were in place before enrolling.

Student stated that she needed to add her SSN to her student account. I encouraged her to visit the registrar's office to have it entered into the system

Student is dissatisfied with the whole enrollment process and for that reason is choosing not to enroll.

Student is registering for spring classes. She is using financial aid. She has to update her financial aid as of right now it shows she has a bachelors degree.

Student has Conflicting Parental Data on FAFSA: "There appears to be issues related to your parents' data that was reported on your FAFSA. Please contact the Financial Aid office at your campus to resolve"...

Student states she will enroll for Summer 2020.

Student will take CLEP test this week

She rated her overall experience with the payment process a five out of a ten due to trouble with the site. She is also aware of the deadlines for Spring 2020. Student is using financial aid for spring 2020.

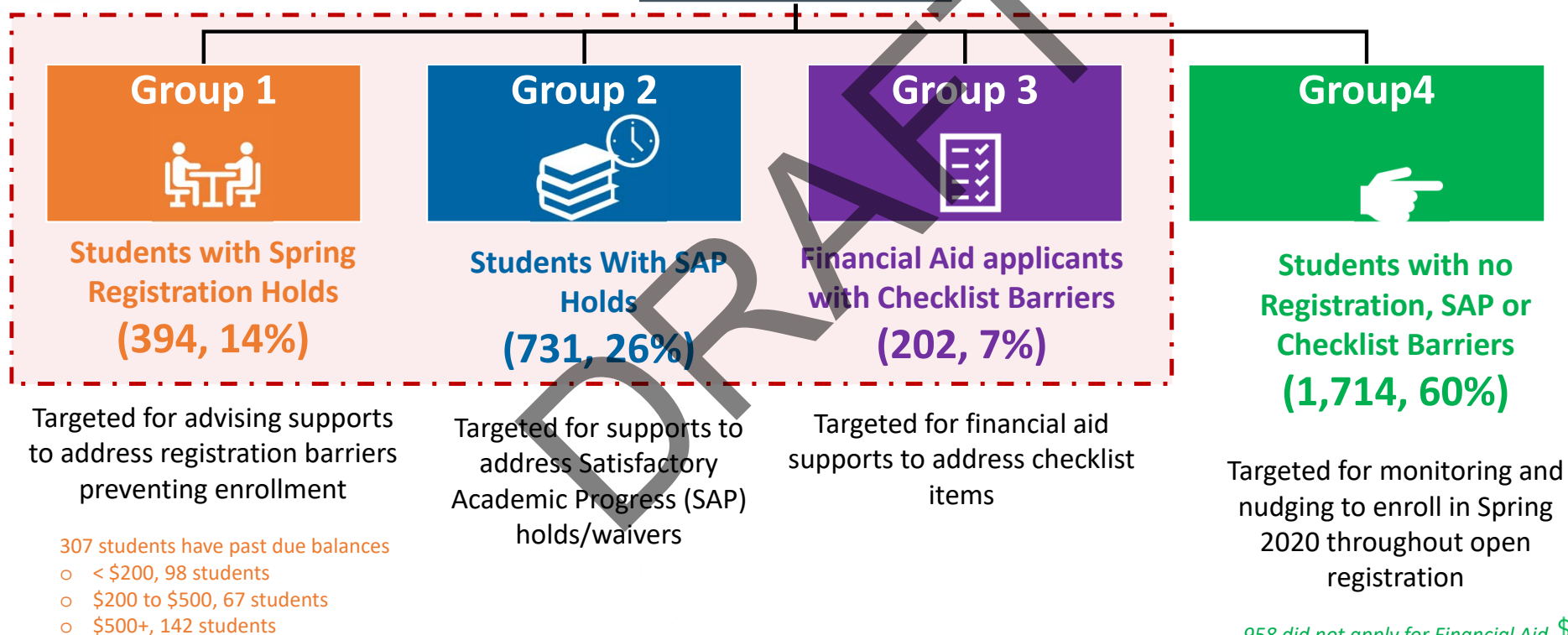
Spring Registration Outreach Segmentation*



Fall 2019 Students
Dropped for Nonpayment
(2,825**)



1,111 dropped students have one or more barriers



Strategic Enrollment Management Planning Summary

DRAFT



STRATEGIC ENROLLMENT MANAGEMENT PLANNING PROCESSES

Preparation

- City Colleges of Chicago's first ever strategic enrollment planning process officially launched in January 2019 with the comprehensive review of internal data and robust SWOT analysis conversations across an array of institutional stakeholder groups at the seven colleges and district office.
- College and district teams formed committees to continue conversations that resulted in the development of strategic themes and areas of focus to guide subsequent planning.

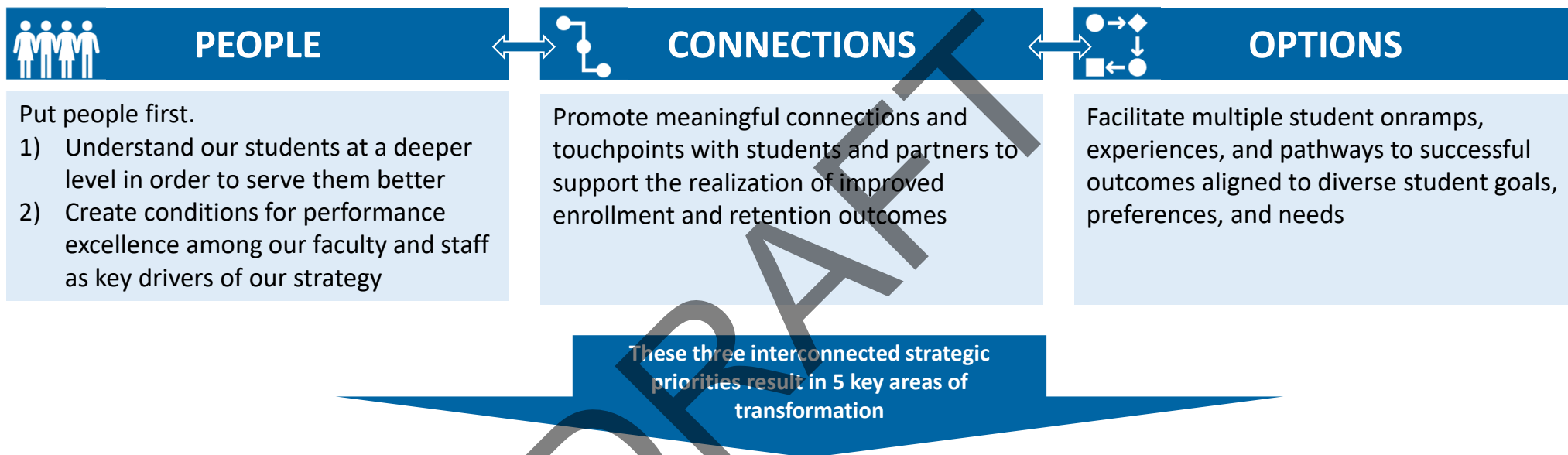
Data Analysis, Interpretation, & Strategy Development

- Northern Illinois University Center of Governmental Studies was commissioned to conduct an environmental scan that would help to build a strong understanding of the environment in which City Colleges currently operates.
- Socioeconomic and labor market data provided strong evidence of a shifting landscape in Chicago, Cook County, and Illinois that has immediate impacts on our enrollment and will continue to shape our circumstances in the next five years.
- College and district teams leveraged internal data, environmental scan data, and SWOT analyses to collectively formulate strategies intended to improve and stabilize enrollment outcomes.

SWOT ANALYSIS | DATA INTEGRATION | STRATEGY DEVELOPMENT

Key District-Wide Strategic Enrollment Management Priorities

Our 3-year strategic enrollment management plan is built around three, interconnected strategic priorities that will enable us to deliver more value to students



Areas of Transformation

- **Offering:** Programs, courses, instructional modalities and support services we offer
- **Brand:** Generation of new demand via inclusiveness and connectedness of our brand
- **Pipeline:** Processes and touchpoints promoting recruitment and application matriculation
- **Experience:** Student-facing touchpoints and infrastructure supporting deep connections to promote engagement and retention
- **Ecosystem:** Institutional culture, partnerships, and resources that enable us to deliver value to students



STRATEGIC ENROLLMENT MANAGEMENT PLAN SNAPSHOTS

- While aligned to district-wide priorities, each college has unique set of challenges and opportunities it is seeking to address in its plan.
- Strategic themes across college strategic enrollment management plans prioritize a focus on
 - **Retention**: The current higher education landscape demands that enrollment efforts extend beyond investments in new student recruitment, placing a premium on student retention and success efforts. Cost effective efforts to serve enrolled students more effectively will improve our institutional health and deliver more value to students
 - **Student Experience**: Students come to us with different goals, preferences, and needs. Colleges seeks to intentionally facilitate multiple student onramps, experiences, and pathways to successful outcomes that align to diverse student objectives
 - **Centers of Excellence**: The changing education and workforce landscape drives the district-wide direction to organize college signature career programs into Centers of Excellence to align with the fastest-growing sectors in Chicago

Daley College: Strategic Enrollment Management Snapshot

- Daley College believes in serving its students through an equity lens by building and creating access for economically and socially disadvantaged members in its service area
- Daley College's plan focuses on examining enrollment through the development and enhancement of **Enrollment Pipelines**, **Partnerships**, and **Innovative Academic Delivery**
 - **Pipelines:** Student population segments in Daley's service area that will benefit from college programs
 - **Partnerships:** Partnerships that will advance community empowerment and higher education for students and constituencies
 - **Academic Delivery:** Relevant programs that lead to credentials of economic value and personal growth experiences



AREAS OF FOCUS

- **Retention and Student Success:** Retention and student success outcomes are driven by addressing student needs through relevant programming and creating an inclusive, student-centered environment that promotes a sense of belonging
- **Center of Excellence:** Daley College seeks to leverage its state of the arts Manufacturing Technology and Engineering Center (MTEC), while promoting itself as a Hispanic Serving Institution
- **Upward Mobility and Lifelong Learning:** The college seeks to support students as they navigate life transitions (*e.g. broadening transition opportunities, increasing workforce opportunities, community and family programming*)

Harold Washington College: Strategic Enrollment Management Snapshot

Harold Washington College's plan focuses on **Relevant Programs, Student Pipelines**, and the **Student Experience**

Programs: Enhancing industry aligned programs and pathways, expanding early college opportunities, and increasing online offerings

Student Pipelines: Attracting new students and improving enrollment processes

Student Experience: Increasing student satisfaction and improving quality of instruction

AREAS OF FOCUS

Harold Washington College believes enrollment can be impacted by strengthening of relationships, innovation of academic programs offerings and business partnership.

- **Retention & Student Success:** Retention is addressed through the establishment of a culture of care (Care Team Initiative) in addition to connecting students to early and effective engagement with faculty and staff
- **Center of Excellence:** Harold Washington College seeks to leverage its Loop location and Center of Excellence in Business & Professional Services to be a beacon in the downtown community
- **Partnerships:** The college seeks to serve all Chicago neighborhoods comprehensively and at scale by deepening relationships with partners and communities

Kennedy-King College: Strategic Enrollment Management Snapshot

The Kennedy King Strategic Enrollment Management Plan is a multi-year commitment to optimize resources amid significant changes in the college's service area, which include:

- Increasing Latinx population
- Population loss & declines in African American residents
- Increases in adult households without children in the service area
- Increasing rates of food insecurity, housing insecurity, and homelessness

The college adopted ***The Loss and Momentum Framework*** as the conceptual guide to govern the College's Access and Success Pathways Model.

AREAS OF FOCUS

Kennedy King College SEM Plan will impact enrollment through the enhancement of marketing and brand awareness, improved recruitment and retention efforts, equity focus initiatives, increased partnerships and community engagement.

- **Equity & Inclusion:** Strategies to eliminate equity gaps focus on fostering student access and success, enhancing financial literacy and affordability and building a collaborative and inclusive culture of care.

- **Retention:** Retention is addressed in developing First Year Experience, Peer to Peer advising model, Mentoring, revamping of College Success course, Orientation and Commitment to Complete Campaign.

- **Center of Excellence:** Kennedy King College seeks to increase capacity within the Washburne Culinary & Hospitality Institute and Dawson Technical Institute and build capacity through the development of a Center of Excellence in Creative Arts



Malcolm X College: Strategic Enrollment Management Snapshot

Malcolm X College seeks to serve as a catalyst for social change and economic growth in the Chicago community

Malcolm X College prioritizes four overarching strategic goals in its strategic enrollment management plan

1. **Momentum & Success:** Build on momentum to increase institutional and student success
2. **Growth & Quality:** Grow and provide an esteemed quality of teaching and learning to compete with elite institutions
3. **Equity:** Guarantee equity within the institution
4. **Empowerment:** Empower individuals to grow and self-advocate so they can move towards personal and professional achievement

AREAS OF FOCUS

Malcolm X College will champion students, promote faculty success, improve institutional processes, deepen partnerships, inspire personal and professional growth of students and staff, and develop an institutional culture of empowerment

- Market Share:** Malcolm X College will expand its market share in the higher education sector through student and staff ambassadorship initiatives

- Retention:** Retention is addressed by developing a First Year Experience program, increasing their Net Student Promoter score, promoting a sense of belonging, enhancing academic success, and engaging faculty, staff and peers in creating deeper connection with students

- Center of Excellence:** Malcolm X College seeks to elevate its Healthcare Center of Excellence as an established talent pipeline partner in the Chicago medical district.

Olive-Harvey College: Strategic Enrollment Management Snapshot

Olive-Harvey College seeks to address a high degree of urgency driven by declining enrollment and shifting demographic trends in the service area traditionally served by the college.

Olive-Harvey College's plan focuses on strategies aligned to the complete student lifecycle from the first point of awareness to post-completion mobility:

- **Access:** Focused on recruitment and outreach that fosters expanded enrollment pipelines
- **Momentum:** Focused on academic excellence and collaboration to enhance teaching and learning
- **Completion:** Focused on the intentional redesign of student experiences and holistic student supports to achieve equity
- **Mobility:** Focused on promoting quality and relevant (industry aligned) academic offerings

AREAS OF FOCUS

The areas of focus that support this plan are grounded in fostering enrollment pipelines, enhancing teaching and learning through collaboration, course scheduling, exploring new programs, and redesigning the student experience

- **Retention:** Retention, student success, and equity are delivered through enhancing advising, developing a First-Year Experience program, involving faculty in retention efforts, and early alert initiatives
- **Center of Excellence:** Olive Harvey College seeks to leverage and expand its Center of Excellence in Transportation Distribution Logistic as an innovation hub for business and career programs to build enrollment capacity

Truman College: Strategic Enrollment Management Snapshot

Truman College seeks to position itself as a **destination college** by creating a welcome and learning environment for all stakeholders is key to institutional success.

Truman College's plan seeks to address areas of opportunity related to:

- Access to **academic programming**
- Access to **student supports and resources**
- Supports for **adult education** program
- **Minority males in education**

AREAS OF FOCUS

The areas of focus that support this plan include improving academic scheduling and delivery, linking students to support services, improving programming for adult education students, and specialized programming for minority males in education.

- **Student Experience:** The plan emphasizes the student experience, student resources, and a responsive culture
- **Retention and Student Success:** Retention and student success are delivered through enhancing advising as well as developing informal learning communities and spaces
- **Center of Excellence:** Truman College seeks to leverage and expand its Center of Excellence in Education by creating an innovative incubation hub for academic programming for educators

Wilbur Wright College: Strategic Enrollment Management Snapshot

Wilbur Wright College believes enrollment can be positively impacted by strengthening relationships, innovating academic programs and business partnerships

Wright College's Plan features 5 key strategic objectives:

- 1. Pipeline (Access):** Increase the pipeline and diversity of applicants, adding more students to the funnel and targeting key areas to improve conversion and retention
- 2. Offerings (Opportunities):** Realign its center of excellence to an engineering and computer science focus
- 3. Equity (Inclusive Excellence):** Practice equity mindedness and identify practices and resources to advance student success throughout the institution
- 4. Student Experience (Retention and Engagement):** Improve retention by providing an exceptional student experience from the point of entry to completion
- 5. Total Community Development (Anchor Institution):** Expand college's scope and impact to improve institutional relationships, bolster community partnerships, and improve enrollment

AREAS OF FOCUS

The areas of focus that support this plan center on developing and expanding enrollment pipelines, expanding partnerships and new course offerings

- **Equity:** Strategies to eliminate equity gaps are highlighted, involving the deployment of technology to increase learning and connections, strengthening student engagement with faculty, staff and resources
- **Retention:** Retention is addressed through revitalization of college curricula, programs and supports, enhancing the college's commitment to outstanding customer service, and ongoing performance monitoring initiatives
- **Center of Excellence:** Wright College will establish and leverage a Center of Excellence with an Engineering and Computer Science focus, and anchor its Humboldt Park satellite campus by bolstering existing and establishing new programs